

EXHIBIT 20

Date: Sunday, December 1 2019 11:01 AM
Subject: Re: Globe stories
From: Stuart Schmill
To: Ian A Waitz <iaw@mit.edu>;
CC: Cynthia Barnhart <cbarnhar@mit.edu>;
Attachments: smime.p7m

Exhibit

5

Witness: Ian A. Waitz, Ph.D.

12/15/2023

Michelle Keegan, RMR, CRR, CSR

Hi Ian,

I think it is hard to say that we don't do legacy - which we don't - without bringing up the donor practice. We say we don't consider legacy very clearly on the website and we linked to that in our statement to the Globe, but I don't think we can say it in isolation now.

I think it will be difficult to acknowledge what we did in the past around donors even to say what our current practice is, given our rhetoric (implied) in the past - it may be difficult with our internal audiences.

My instinct is that it is best to not say anything to the Globe about this. It is speculation on the part of the Globe. Let's at least wait for any reaction.

—Stu

On Dec 1, 2019, at 10:52 AM, Ian A Waitz <iaw@mit.edu> wrote:

Hi Stu,

Two thoughts:

1) On legacy admits, we have done statistical analysis that shows no effect (when corrected for NI I believe). We probably don't want to go into such details, but perhaps we can be more forceful in saying there is no statistically significant effect and that we don't even ask the question on the application?

2) The challenge with donors is that what was done in the past (even the very recent past) is not reflective of what we are doing now. But again, we really can't go into details on that. Perhaps a different response to the Globe reporter would have been to acknowledge what we did in the past (which still did not significantly increase one's odds of admission), but say it is no longer the practice?

Sincerely,

- Ian

On Dec 1, 2019, at 10:46 AM, Stuart Schmill <stucrew@mit.edu> wrote:

Hi Cindy and Ian,

Re the legacy story, I worked with Kimberly and Michael last week to send a statement to the Globe before this was written, but it is hard to refute someone saying that whatever we say publicly, we still do it.

Perhaps we can talk briefly at our meeting tomorrow morning about what any next steps may need to be. It is not obvious that we can (or should) do or say anything, but it may be that some in the community (Rafael?) may want us to respond in some way.

—Stu

Begin forwarded message:

From: Kim Haberlin <haberlin@mit.edu>

Subject: Globe stories

Date: December 1, 2019 at 7:16:18 AM EST

To: Cynthia Barnhart <cbarnhar@mit.edu>, Ian A Waitz <iaw@mit.edu>, Suzy Nelson <nelsonsm@mit.edu>, Michael Rutter <mprutter@mit.edu>, Jagruti S Patel <jag@mit.edu>, Matthew D Bauer < [mdbauer@mit.edu](mailto: mdbauer@mit.edu)>, Stuart Schmill <stucREW@mit.edu>

Hi,

An article on child care costs and editorial on legacy admissions follow below.

Kim

<https://www.bostonglobe.com/metro/2019/11/30/academia- caste-system-for-parents/OEkkXl7DrhoFKYJyYTTChL/story.html?event=event12>

<https://www.bostonglobe.com/2019/12/01/opinion/time- colleges-end-legacy-admissions/>

Sent from my iPhone

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Ian A. Waitz

Vice Chancellor for Undergraduate and Graduate Education

Jerome C. Hunsaker Professor of Aeronautics and Astronautics

website:

<http://web.mit.edu/aeroastro/people/waitz/>

Bldg. 7-133, MIT

Phone: 01-617-253-0218

77 Massachusetts Avenue

email: iaw@mit.edu

Cambridge, MA 02139-4307

Content-Type: multipart/signed;

boundary="Apple-Mail=_D36E92AE-EFFE-449B-8B68-339880D486A7";
protocol="application/pkcs7-signature"; micalg=sha-256

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Content-Type: multipart/alternative;

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--Apple-Mail=_024886D1-2332-4573-8455-902D2485FCCA

Content-Transfer-Encoding: quoted-printable

Content-Type: text/plain;

charset=utf-8

Hi Ian,

I think it is hard to say that we don=E2=80=99t do legacy - which we =
don=E2=80=99t - without bringing up the donor practice. We say we =
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> On Dec 1, 2019, at 10:52 AM, Ian A Waitz <iaw@mit.edu> wrote:

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>> On Dec 1, 2019, at 10:46 AM, Stuart Schmill <stucrew@mit.edu =

<<mailto:stucrew@mit.edu>>> wrote:

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>>=20

>> =E2=80=94Stu

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>>> Begin forwarded message:

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>>> From: Kim Haberlin <haberlin@mit.edu <<mailto:haberlin@mit.edu>>>

>>> Subject: Globe stories

>>> Date: December 1, 2019 at 7:16:18 AM EST

>>> To: Cynthia Barnhart <cbarnhar@mit.edu <<mailto:cbarnhar@mit.edu>>>, =
Ian A Waitz <iaw@mit.edu <<mailto:iaw@mit.edu>>>, Suzy Nelson =
<nelsonsm@mit.edu <<mailto:nelsonsm@mit.edu>>>, Michael Rutter =
<mprutter@mit.edu <<mailto:mprutter@mit.edu>>>, Jagruti S Patel =
<jag@mit.edu <<mailto:jag@mit.edu>>>, Matthew D Bauer <MDBauer@mit.edu =
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<<mailto:stucrew@mit.edu>>>

>>>=20

>>> Hi,

>>>=20

>>> An article on child care costs and editorial on legacy admissions =
follow below.

>>>=20

>>> Kim

>>>=20

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>>> =

<https://www.bostonglobe.com/metro/2019/11/30/academia-caste-system-for-par/>

ents/OEkkXl7DrhoFKYJyYTTChL/story.html?event=3Devent12 =
<https://www.bostonglobe.com/metro/2019/11/30/academia-caste-system-for-pa= rents/OEkkXl7DrhoFKYJyYTTChL/story.html?event=3Devent12>
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<https://www.bostonglobe.com/2019/12/01/opinion/time-colleges-end-legacy-a= dmissions/>
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>>> Sent from my iPhone
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> M A S S A C H U S E T T S I N S T I T U T E O F T E C H N O L O G Y
>=20
> Ian A. Waitz
> Vice Chancellor for Undergraduate and Graduate Education
> Jerome C. Hunsaker Professor of Aeronautics and Astronautics
>=20
> website:
> http://web.mit.edu/aeroastro/people/waitz =
<http://web.mit.edu/aeroastro/people/waitz>/
>=20
> Bldg. 7-133, MIT =20
> Phone: 01-617-253-0218
> 77 Massachusetts Avenue=20
> email: iaw@mit.edu <mailto:iaw@mit.edu>
> Cambridge, MA 02139-4307
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--Apple-Mail=_024886D1-2332-4573-8455-902D2485FCCA

Content-Transfer-Encoding: quoted-printable

Content-Type: text/html;

charset=utf-8

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charset=3Dutf-8"></head><body style=3D"word-wrap: break-word; =
-webkit-nbsp-mode: space; line-break: after-white-space;" class=3D""><div =
class=3D"">Hi Ian,</div><div class=3D"">I think it is hard to say that =
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<meta http-equiv=3D"Content-Type" content=3D"text/html; charset=3Dutf-8" = class=3D"">

<div style=3D"word-wrap: break-word; -webkit-nbsp-mode: space; = line-break: after-white-space;" class=3D"">

Hi Stu,

<div class=3D""><br class=3D""></div>

<div class=3D"">Two thoughts:</div>

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<div class=3D""><br class=3D""></div>

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<div class=3D"">- Ian<br class=3D"">

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<div style=3D"word-wrap: break-word; -webkit-nbsp-mode: space; =
line-break: after-white-space;" class=3D"">
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<br class=3D"">
<div class=3D""><br class=3D"">
<blockquote type=3D"cite" class=3D"">
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margin-left: 0px;" class=3D"">
<span style=3D"font-family: -webkit-system-font, "Helvetica =
Neue", Helvetica, sans-serif;" class=3D""><b class=3D"">From:
<span style=3D"font-family: -webkit-system-font, Helvetica =
Neue, Helvetica, sans-serif;" class=3D"">Kim Haberlin <<a =
href=3D"mailto:haberlin@mit.edu" class=3D"">haberlin@mit.edu><br =
class=3D"">
</div>
<div style=3D"margin-top: 0px; margin-right: 0px; margin-bottom: 0px; =
margin-left: 0px;" class=3D"">
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Neue", Helvetica, sans-serif;" class=3D""><b class=3D"">Subject:
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Neue, Helvetica, sans-serif;" class=3D""><b class=3D"">Globe =
stories<br class=3D"">
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margin-left: 0px;" class=3D"">
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Neue", Helvetica, sans-serif;" class=3D""><b class=3D"">Date:

<span style=3D"font-family: -webkit-system-font, Helvetica =
Neue, Helvetica, sans-serif;" class=3D"">December 1, 2019 at 7:16:18 AM =
EST<br class=3D"">
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<div style=3D"margin-top: 0px; margin-right: 0px; margin-bottom: 0px; =
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Neue", Helvetica, sans-serif;" class=3D""><b class=3D"">To:
<span style=3D"font-family: -webkit-system-font, Helvetica =
Neue, Helvetica, sans-serif;" class=3D"">Cynthia Barnhart <<a =
href=3D"mailto:cbarhar@mit.edu" class=3D"">cbarhar@mit.edu>; =
Ian A Waitz <<a href=3D"mailto:iaw@mit.edu" =
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Jagruti S Patel <<a href=3D"mailto:jag@mit.edu" =
class=3D"">jag@mit.edu>; Matthew D Bauer <<a =
href=3D"mailto:MDBauer@mit.edu" class=3D"">MDBauer@mit.edu>;
Stuart Schmill <<a href=3D"mailto:stucREW@mit.edu" =
class=3D"">stucREW@mit.edu><br class=3D"">
</div>
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<div class=3D""><br class=3D"">
<div dir=3D"ltr" class=3D"">Sent from my iPhone</div>

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class=3D"">*****=<span style=3D"font-family: Helvetica; = font-size: 12px; font-style: normal; font-variant-caps: normal; = font-weight: normal; letter-spacing: normal; text-align: start; = text-indent: 0px; text-transform: none; white-space: normal; = word-spacing: 0px; -webkit-text-stroke-width: 0px;" class=3D"">
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A S S A C H U S E T T S &nbsp;I N S T I T U</span><span =
style=3D"font-family: Helvetica; font-size: 12px; font-style: normal; = font-variant-caps: normal; font-weight: normal; letter-spacing: normal; = text-align: start; text-indent: 0px; text-transform: none; white-space: = normal; word-spacing: 0px; -webkit-text-stroke-width: 0px; float: none; = display: inline !important;" class=3D"">&nbsp;</span><span =
style=3D"font-family: Helvetica; font-size: 12px; font-style: normal; = font-variant-caps: normal; font-weight: normal; letter-spacing: normal; = text-align: start; text-indent: 0px; text-transform: none; white-space: = normal; word-spacing: 0px; -webkit-text-stroke-width: 0px; float: none; = display: inline !important;" class=3D"">T
E &nbsp;O F &nbsp;T E C H N O L O G Y</span><br style=3D"font-family: = Helvetica; font-size: 12px; font-style: normal; font-variant-caps: = normal; font-weight: normal; letter-spacing: normal; text-align: start; = text-indent: 0px; text-transform: none; white-space: normal; = word-spacing: 0px; -webkit-text-stroke-width: 0px;" class=3D"">
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class=3D"">
Ian
A. Waitz<br style=3D"font-family: Helvetica; font-size: 12px; = font-style: normal; font-variant-caps: normal; font-weight: normal; = letter-spacing: normal; text-align: start; text-indent: 0px; = text-transform: none; white-space: normal; word-spacing: 0px; = -webkit-text-stroke-width: 0px;" class=3D"">
Vice
Chancellor for Undergraduate and Graduate Education<br = style=3D"font-family: Helvetica; font-size: 12px; font-style: normal; = font-variant-caps: normal; font-weight: normal; letter-spacing: normal; = text-align: start; text-indent: 0px; text-transform: none; white-space: = normal; word-spacing: 0px; -webkit-text-stroke-width: 0px;" class=3D"">
Jerome
C. Hunsaker Professor of&nbspAeronautics
and Astronautics<br style=3D"font-family: Helvetica; font-size: = 12px; font-style: normal; font-variant-caps: normal; font-weight: = normal; letter-spacing: normal; text-align: start; text-indent: 0px; = text-transform: none; white-space: normal; word-spacing: 0px; = -webkit-text-stroke-width: 0px;" class=3D"">
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float: none; display: inline !important;" class=3D"">website:<br =
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text-align: start; text-indent: 0px; text-transform: none; white-space: =
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normal; text-align: start; text-indent: 0px; text-transform: none; =
white-space: normal; word-spacing: 0px; -webkit-text-stroke-width: 0px; =
float: none; display: inline !important;" class=3D""><a =
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class=3D"">http://web.mit.edu/aeroastro/people/waitz<span =
style=3D"font-family: Helvetica; font-size: 12px; font-style: normal; =
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text-align: start; text-indent: 0px; text-transform: none; white-space: =
normal; word-spacing: 0px; -webkit-text-stroke-width: 0px; float: none; =
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float: none; display: inline !important;" class=3D"">Bldg.
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Not Responsive